

Qualitative Case Review

Southwest Region

Fiscal Year 2005

Preliminary Results

Office of Services Review

February 2005

Executive Summary

- **Southwest Region passed their QCR for the second consecutive year! They exceeded the exit requirements on overall Child Status, overall System Performance and all six core indicators.**
- 24 cases were reviewed for the Southwest Region Qualitative Case Review conducted in February 2005.
- **The overall Child Status score was 100%, up from 95.8% last year. This far exceeds the exit requirement of 85%.**
- 100% of the cases achieved an acceptable score on Safety.
- Prospects for Permanence, an indicator on which it has traditionally been difficult to achieve a high score, achieved a score of 88%.
- Family Resourcefulness achieved an amazing score of 94%, meaning only one case did not score acceptably.
- **The overall score for System Performance went from 92% last year to 100%. This far exceeded the exit requirement of 85% set in the Milestone Plan. Every case had acceptable System Performance.**
- On the system indicators Child and Family Team Coordination, Plan Implementation, Tracking and Adaptation, Formal/Informal Supports, Successful Transitions, Effective Results, and Caregiver Support all scored 100%, meaning every case achieved an acceptable score on these indicators.
- The lowest score on any System Performance indicator was 88% (Functional Assessment).
- Nine of the eleven System Performance indicators improved. The other two achieved the same high score that they achieved last year (Child and Family Participation at 96% and Caregiver Support at 100%).
- There were six workers with a caseload of more than 16 cases, but caseload did not have an impact on the results inasmuch as every case had acceptable Overall System Performance.
- There were no workers with less than a year of work experience.
- Of the 250 System Performance indicators on the 24 cases combined, only seven had unacceptable scores. These seven scores were spread across five different cases. These unacceptable scores were all 3's; there were no 1's or 2's on any indicators. An analysis of the overall scores on the cases further illustrates Southwest Region's outstanding performance. Twenty-two of the twenty-four cases (92%) had an overall Child Status score of 5 or 6. This compares to 20 cases in 2004, 14 cases in 2003 and 7 cases in 2002. Remarkably, twenty-one of the cases had an overall System Performance score of 5 or 6 compared to 16 cases last year.

Methodology

The Qualitative Case Review was held the week of February 7-11, 2005. Twenty-four open DCFS cases in the Southwest Region were reviewed and scored. The cases were reviewed by certified reviewers from the Child Welfare Policy and Practice Group (CWPPG), the Office of Services Review (OSR), and the Division of Child and Family Services (DCFS) as well as by first time reviewers from DCFS and outside stakeholders. The cases were selected by CWPPG based on a sampling matrix assuring that a representative group of children were reviewed. The sample included children in out-of-home care and families receiving home-based services such as voluntary and protective supervision and intensive family preservation. Cases were selected to include offices throughout the region.

The information was obtained through in-depth interviews with the children (if old enough to participate), their parents or other guardians, foster parents (when placed in foster care), caseworkers, teachers, therapists, service providers and others having a significant role in the child's life. In addition the children's files, including prior CPS investigations and other available records, were reviewed.

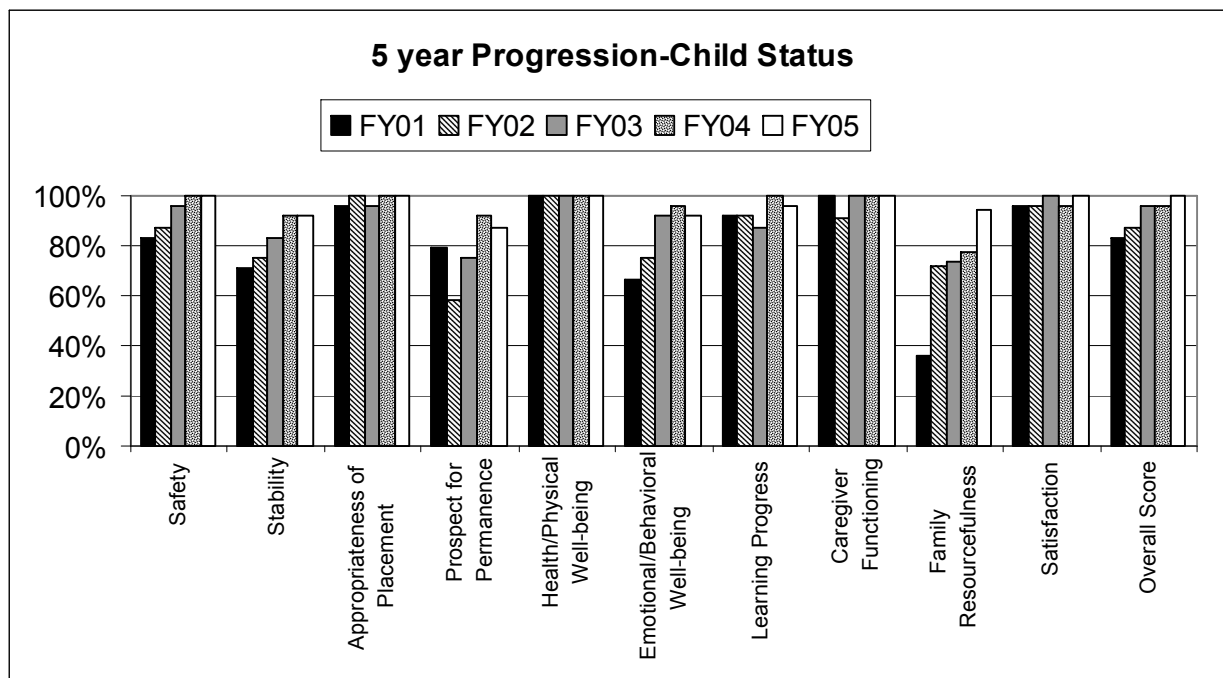
Performance Tables: Child Status

The results in the following tables are based on the scores provided to OSR. They contain the scores of 24 cases. These results are preliminary only and are subject to change.

| Southwest Child Status | | | | | | | | | | |
|---------------------------------|------------|-------------|-------------------------|----------------------|----------|--------|--------|--------|--------|---------|
| | | # of cases | | | FY00 | FY01 | FY02 | FY03 | FY04 | FY05 |
| | # of cases | Needing | | | Baseline | | | | | Current |
| | Acceptable | Improvement | Exit Criteria | 85% or overall score | Scores | | | | | Scores |
| Safety | 24 | 0 | <div><div></div></div> | 100% | 89.5% | 83.3% | 87.5% | 95.8% | 100.0% | 100.0% |
| Stability | 22 | 2 | <div><div></div></div> | 91.7% | 57.9% | 70.8% | 75.0% | 83.3% | 91.7% | 91.7% |
| Appropriateness of Placement | 24 | 0 | <div><div></div></div> | 100% | 84.2% | 95.8% | 100.0% | 95.8% | 100.0% | 100.0% |
| Prospect for Permanence | 21 | 3 | <div><div></div></div> | 87.5% | 52.6% | 79.2% | 58.3% | 75.0% | 91.7% | 87.5% |
| Health/Physical Well-being | 24 | 0 | <div><div></div></div> | 100% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Emotional/Behavioral Well-being | 22 | 2 | <div><div></div></div> | 91.7% | 68.4% | 66.7% | 75.0% | 91.7% | 95.8% | 91.7% |
| Learning Progress | 23 | 1 | <div><div></div></div> | 95.8% | 84.2% | 91.7% | 91.7% | 87.5% | 100.0% | 95.8% |
| Caregiver Functioning | 12 | 0 | <div><div></div></div> | 100% | 90.0% | 100.0% | 90.9% | 100.0% | 100.0% | 100.0% |
| Family Resourcefulness | 16 | 1 | <div><div></div></div> | 94.1% | 62.5% | 35.7% | 72.2% | 73.3% | 77.8% | 94.1% |
| Satisfaction | 24 | 0 | <div><div></div></div> | 100% | 84.2% | 95.8% | 95.8% | 100.0% | 95.8% | 100.0% |
| Overall Score | 24 | 0 | <div><div></div></div> | 100% | 89.5% | 83.3% | 87.5% | 95.8% | 95.8% | 100.0% |
| | | | 0% 20% 40% 60% 80% 100% | | | | | | | |

1)

1) This score reflects the percent of cases that had an overall acceptable Child Status score. It is not an average of FY05 current scores.
Note: these scores are preliminary and subject to change.



Statistical Analysis of Child Status Results:

The overall Child Status score was 100%, with every case reaching an acceptable level. This far exceeds the exit requirement of 85%.

Safety achieved a score of 100%, meaning there were no cases with safety concerns.

Most impressive is that only one indicator scored below 90%. This one indicator was Prospects for Permanence, which scored 88%. Five of the indicators (Safety, Appropriateness of Placement, Health/Physical Well-being, Caregiver Functioning, and Satisfaction) scored 100%. Stability, Emotional/Behavioral Well-being, and Learning Progress each scored over 90% (92%, 92%, and 96% respectively). Family Functioning scored a remarkable 94%.

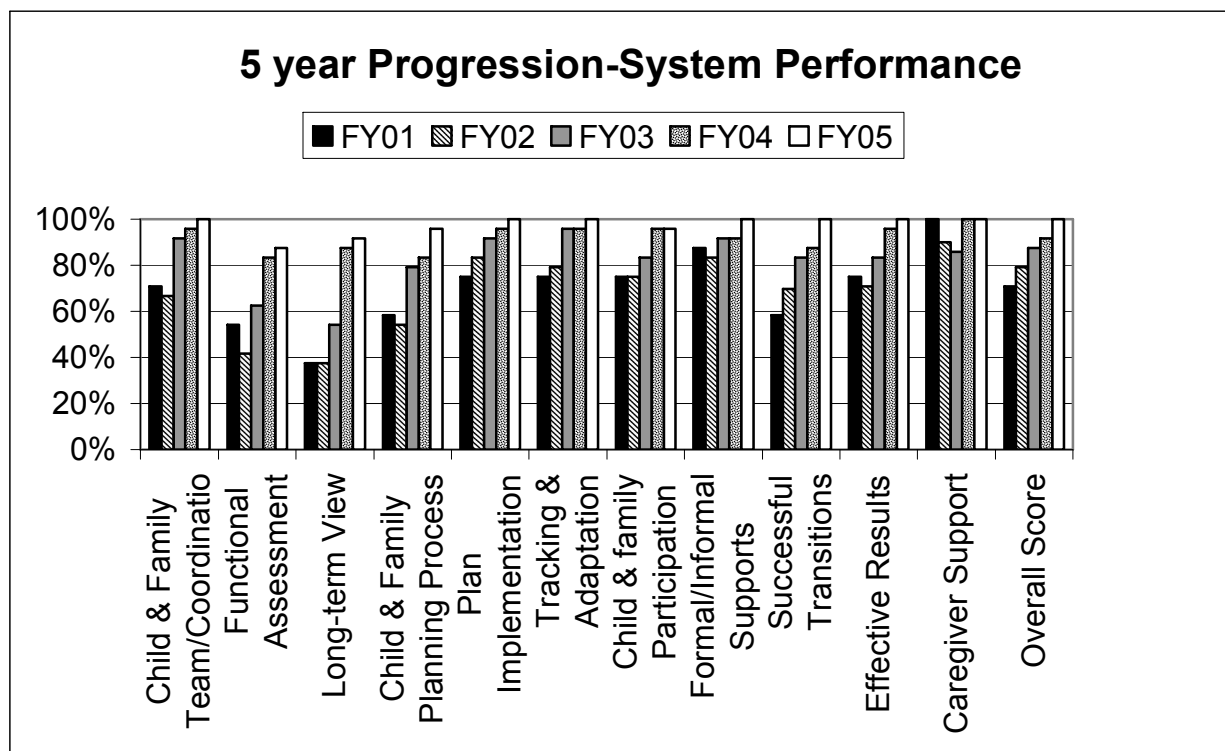
An analysis of the overall scores on the individual cases supports Southwest Region's remarkable performance. Twenty-two of the twenty-four cases (92%) had an overall Child Status score of 5 or 6. This compares to 20 cases in 2004, 14 cases in 2003 and 7 cases in 2002.

Performance Tables: System Performance

| Southwest System Performance | | | | | | | | | | | |
|----------------------------------|------------|---------------------|--|-------------------------|------|------|------|------|------|---------|--|
| | | # of cases | | | FY00 | FY01 | FY02 | FY03 | FY04 | FY05 | |
| | # of cases | Needing Improvement | Exit Criteria 70% on Shaded Indicators | Baseline | | | | | | Current | |
| | Acceptable | Improvement | Exit Criteria 85% on overall score | Scores | | | | | | Scores | |
| Child & Family Team/Coordination | 24 | 0 | <div><div></div></div> | 100% | 52% | 70% | 66% | 91% | 95% | 100% | |
| Functional Assessment | 21 | 3 | <div><div></div></div> | 87% | 36% | 54% | 41% | 62% | 83% | 87% | |
| Long-term View | 22 | 2 | <div><div></div></div> | 91% | 26% | 37% | 37% | 54% | 87% | 91% | |
| Child & Family Planning Process | 23 | 1 | <div><div></div></div> | 95% | 31% | 58% | 54% | 79% | 83% | 95% | |
| Plan Implementation | 24 | 0 | <div><div></div></div> | 100% | 52% | 75% | 83% | 91% | 95% | 100% | |
| Tracking & Adaptation | 24 | 0 | <div><div></div></div> | 100% | 47% | 75% | 79% | 95% | 95% | 100% | |
| Child & family Participation | 23 | 1 | <div><div></div></div> | 95% | 52% | 75% | 75% | 83% | 95% | 95% | |
| Formal/Informal Supports | 24 | 0 | <div><div></div></div> | 100% | 73% | 87% | 83% | 91% | 91% | 100% | |
| Successful Transitions | 23 | 0 | <div><div></div></div> | 100% | 36% | 58% | 69% | 83% | 87% | 100% | |
| Effective Results | 24 | 0 | <div><div></div></div> | 100% | 47% | 75% | 70% | 83% | 95% | 100% | |
| Caregiver Support | 11 | 0 | <div><div></div></div> | 100% | 100% | 100% | 90% | 85% | 100% | 100% | |
| Overall Score | 24 | 0 | <div><div></div></div> | 100% | 52% | 70% | 79% | 87% | 91% | 100% | |
| | | | <div><div></div></div> | 0% 20% 40% 60% 80% 100% | | | | | | | |

1) This score reflects the percent of cases that had an overall acceptable System Performance score. It is not an average of FY05 current scores.

Note: these scores are preliminary and subject to change.



Statistical Analysis of System Performance Results:

The overall score for System Performance went from 92% last year to 100%. This far exceeds the exit requirement of 85% set in the Milestone Plan.

Nine of the eleven System Performance indicators improved from last year. This is a remarkable accomplishment given that the lowest score on a system indicator last year was 83%, which is hard to improve upon. The lowest score this year was 88% on Functional Assessment. Seven of the indicators scored 100% (Child and Family Team/Coordination, Plan Implementation, Tracking and Adaptation, Formal and Informal Supports, Successful Transitions, Effective Results, and Caregiver Support). Remarkable results were obtained on all of the core indicators: Child and Family Team and Coordination (100%), Functional Assessment (88%), Long-term View (92%), Child and Family Planning Process (96%), Plan Implementation (100%), and Tracking and Adaptation (100%). Functional Assessment and Long-term View both sustained the tremendous improvements seen last year (21 and 33 percentage points respectively), and each improved by another four points this year. Every core indicator substantially exceeded the exit criteria of 70%.

An analysis of the overall scores on the individual cases supports Southwest Region's remarkable performance. Whereas last year sixteen of the twenty-four cases (67%) had an overall Child Status score of 5 or 6, this year that number soared to 21 cases (88%). No case had an unacceptable overall score on System Performance.

Of the 250 System Performance indicators on the 24 cases combined, only seven had unacceptable scores. These seven scores were spread across five different cases. These unacceptable scores were all 3's; there were no 1's or 2's on any indicators. An analysis of the overall scores on the cases further illustrates Southwest Region's outstanding performance. Twenty-two of the twenty-four cases (92%) had an overall Child Status score of 5 or 6. This compares to 20 cases in 2004, 14 cases in 2003 and 7 cases in 2002. Remarkably, twenty-one of the cases had an overall System Performance score of 5 or 6 compared to 16 cases last year.

ANALYSIS OF DATA

Since every case obtained acceptable results on Overall Child Status and Overall System Performance, comparing the results by case types, target child, and caseworker was not applicable, since all cases in every category had acceptable overall System Performance. For this reason, in some instances OSR looked at the average of the scores achieved for each category of results rather than the percentage of cases with acceptable results.

RESULTS BY CASE TYPE AND PERMANENCY GOALS

Of the 24 cases reviewed, 11 were foster care cases and 13 were in-home cases. Overall System Performance percentages were identical for both types of cases since every case had acceptable Overall System Performance. Whereas there was a significant difference in the average scores of foster care and in-home cases last year (5.1 versus 4.6), there was a negligible difference this year (5.3 versus 5.2). This was due to a significant increase in the average scores of in-home cases.

There were only two voluntary cases (PSC) in the sample. They both had overall System Performance scores that were acceptable and their average score (5.0) was nearly as high as that of foster care cases (5.3).

| Case Type | # in sample | # Acceptable System Performance | % Acceptable System Performance | Average Overall System Perform. Score |
|-------------|-------------|---------------------------------|---------------------------------|---------------------------------------|
| Foster Care | 11 | 11 | 100% | 5.3 |
| Home-based | 13 | 13 | 100% | 5.2 |

| Goal | # in sample | # Acceptable System Performance | % Acceptable System Performance | Average Overall System Perform. Score |
|---------------------|-------------|---------------------------------|---------------------------------|---------------------------------------|
| Adoption | 2 | 2 | 100% | 5.5 |
| Guardianship | 1 | 1 | 100% | 5 |
| Individualized Perm | 2 | 2 | 100% | 5.5 |
| Remain Home | 13 | 13 | 100% | 5.2 |
| Return Home | 6 | 6 | 100% | 5.3 |

RESULTS BY AGE OF TARGET CHILD

Every case had acceptable Overall Child Status and Overall System Performance regardless of the age of the child. This is a remarkable accomplishment and it is the first time this has happened on a Utah QCR.

RESULTS BY CASEWORKER DEMOGRAPHICS

There were six workers who had a large caseload (17 cases or more). Large caseloads didn't have an impact on the results as every case had acceptable Overall System Performance. There were six workers with a caseload of more than 16 cases, and these workers had caseloads of 17, 17, 18, 18, 22 and 32. Last year there were only four workers who had more than 16 cases.

None of the 24 caseworkers whose cases were reviewed had less than a year of work experience.

RESULTS BY OFFICES AND SUPERVISORS

The following table displays the overall case results by office and supervisor. Every case from every office and every supervisor had Acceptable Overall Child Status and acceptable Overall System Performance. In order to make some comparison, the average Overall System Performance scores of each office were compared.

| Case Number | Office | Supervisor | System Performance | System Performance by Office | System Performance by Supervisor | |
|-------------|--------|------------|--------------------|------------------------------|----------------------------------|--------------|
| 05SW03 | A | A | Acceptable | 2 Acceptable | Supervisor A | 1 Acceptable |
| | | | | | | 100% |
| 05SW24 | A | B | Acceptable | 100% | Supervisor B | 1 Acceptable |
| | | | | | | 100% |
| 05SW07 | B | C | Acceptable | 3 Acceptable | Supervisor C | 3 Acceptable |
| 05SW10 | B | C | Acceptable | 100% | | 100% |
| 05SW17 | B | C | Acceptable | | | |
| 05SW16 | C | D | Acceptable | 2 Acceptable | Supervisor D | 2 Acceptable |
| 05SW21 | D | D | Acceptable | 100% | | 100% |
| 05SW01 | E | E | Acceptable | 3 Acceptable | Supervisor E | 3 Acceptable |
| 05SW02 | E | E | Acceptable | 100% | | 100% |
| 05SW14 | E | E | Acceptable | | | |
| 05SW09 | F | F | Acceptable | 3 Acceptable | Supervisor F | 3 Acceptable |
| 05SW12 | F | F | Acceptable | 100% | | 100% |
| 05SW18 | F | F | Acceptable | | | |
| 05SW04 | G | G | Acceptable | 11 Acceptable | Supervisor G | 8 Acceptable |
| 05SW05 | G | G | Acceptable | 100% | | 100% |
| 05SW06 | G | G | Acceptable | | | |
| 05SW08 | G | G | Acceptable | | | |
| 05SW11 | G | G | Acceptable | | | |
| 05SW15 | G | G | Acceptable | | | |
| 05SW19 | G | G | Acceptable | | | |
| 05SW20 | G | G | Acceptable | | | |
| 05SW13 | G | H | Acceptable | | Supervisor H | 100% |
| 05SW22 | G | H | Acceptable | | | |
| 05SW23 | G | H | Acceptable | | | |

CONCLUSION

Southwest Region achieved incredible results on their QCR review. Every case achieved acceptable scores on overall Child Status and overall System Performance. This success was seen across the region in every office and with every supervisor. Scores on individual indicators were remarkably high. The challenge now for Southwest Region is to demonstrate that they can sustain these amazing results without court oversight. OSR looks forward to working with the region to implement a review process that will help the region measure and achieve sustainability.

Exit Conference

Southwest Region

February 11, 2005

Strengths

- Caseworkers have excellent performance and great attitudes. Workers are sought after, viewed as valuable, and/or considered the family's best friend. They can balance the skills of identifying strengths and holding families accountable.
- Workers do an excellent job of engaging families.
- Community partners have bought into teaming and the Practice Model.
- The judicial system is on board and legal stakeholders attend team meetings.
- Team meetings are productive.
- A principal arranged for a substitute so a teacher could attend a team meeting.
- The region believes in the Practice Model and it is modeled from the Regional Director on down.
- Workers use creative ways to access funds for services after cases are closed.
- Families are allowed to implement their own creative solutions.
- There is good exploration of kinship options.
- The family was proud to allow observers into their team meeting.
- A caseworker diligently sought a good service match.
- There were extraordinary efforts by workers to maintain family connections.
- A worker sought and obtained a waiver from the Office of Recovery Services.
- Lots of attention was paid to ICWA requirements.
- The community views DCFS as a positive resource.
- Resource families see themselves as members of the team and take responsibility for progress and planning.
- Extended family members gave DCFS credit for the family's success.
- Adoption workers were brought in early to prepare for the transition to adoption.
- A caseworker advocated for a family to get their fines reduced by the court.
- Workers work together and support each other, along with administration.
- DCFS provides many services directly (domestic violence counseling, parenting classes, life skills, etc)
- There was good use of flexible funds, yet within budget guidelines.

Practice Refinement Opportunities

Functional Assessment

- Pay attention to underlying causes in the functional assessment, especially for parents
- Improve synthesis and analysis skills to strengthen the assessment process.
- Use team meeting notes to update the functional assessment.
- Look at the whole family as a system, don't just look at the child.
- Strengthen understanding of needs statements.
- Increase supervisory review of functional assessments and service plans.

Other

- Coordination of services and communication of information coming from therapists in different agencies (occasionally).
- Supplement team meetings with individual contact with team members.
- Follow up on school transitions (occasionally).
- Sometimes team meetings didn't happen at opportune moments.

Systemic Barriers

- The court prohibits visits between parents and children while parents are incarcerated.
- It is difficult to get an ORS waiver. The process needs to be streamlined.
- Young children and people who are not Medicaid eligible cannot access mental health services in some areas.
- Substance abuse treatment for adolescents is not available in some areas.
- The workload on drug court cases is high.
- Families need help to afford drug testing.
- The medical community missed some opportunities to report abuse.
- Caseworkers have the responsibility to perform drug tests on clients.
- Background checks for resource families take an inordinately long time.
- Sex abuse treatment and other intensive treatment for youth needs to be available closer to where families live.

Recommendations

- Continue to strengthen the local QI committee and their ability to report to the community on outcomes and system performance.
- Polish and refine the functional assessment tool and process. Involve supervisors and caseworkers in the process of refining the tool.
- Consider advanced practice model training for staff that addresses application of the Practice Model.